

## CHAPTER 3

### WARTIME CIVILIAN MANPOWER GUIDANCE

#### A. PURPOSE

This chapter provides instructions and considerations for the computation, preparation, and submission of civilian manpower requirements and supply data in support of WARMAPS.

#### B. DEFINITIONS

1. Civilian Employee. A nonuniformed employee of a DoD Component.

"2. Civilian Position. A computed, engineered, and classified unit of work which represents the peacetime or mobilization work requirement for one **full-**time civilian employee. Computation and engineering standards differ for peacetime and mobilization positions and for different kinds of work (see section E. , below). In WARMAPS, civilian positions are described by organizational affiliation, work place location, skill, and skill level.

3. Civilian Manpower. The civilian employees in the peacetime or mobilization work force. In **WARMAPS**, civilian manpower are described by organizational affiliation, work place location, skill, and skill level.

#### c. DATA ELEMENT DICTIONARY

1. Element Name: Employment Category

Description: The broad management categories  
(e.g., U.S. Appropriated Fund, U.S.  
Nonappropriated Fund (**NAF**), FNDH,  
**FNIH**) used to describe the civilian work  
force.

Type: Alphabetic Character

Length: 1

Value Range: None

List of Specific Values:

"U" for U.S. Appropriated Fund positions **and/or** employees  
"N" for U.S. NAF positions and/or employees  
"F" for FNDH positions and/or employees  
"I" for **FNIH** positions and/or employees

Other Editing Details: None

2. Element Name: Major Claimant

Description: The major command **or** major functional element code established by the **DoD** Component Headquarters to identify major subordinate units.

Type: Alphabetic and/or Numeric Character

Length: 2

Value Range: None

Other Editing Details: Services and Agencies should submit the same Agency code as submitted to **DMDC** under DoD Instruction 1444.2 (reference (k)) .

3. Element Name: Personnel Office Identifier (POI)

Description: The number assigned by the Office of **Personnel** Management (**OPM**) to identify the civilian personnel office responsible for providing **personnel** services.

Type: Numeric Character

Length: 4

Value Range: 1903 through 9743

List of Specific Values: None

Other Editing Details: The nomenclature of the civilian **personnel** office number was changed from submitting officer number (SON) to POI.

4. Element Name: Work Place Location

Description: The geographic location where work is actually required and/or performed.

Type: Alphabetic and/or Numeric Character

Length: 9

Value Range: None

List of Specific Values: None

Other Editing Details: Work place locations **will** be coded according to geographic location codes (**GEOLOC**) in the current edition of the GSA publication "Worldwide Geographic Location Codes (reference (1))." If a DoD installation has been assigned a unique **GEOLOC**, that **GEOLOC** will **be** used. Otherwise, enter the **GEOLOC** for the nearest city or town.

In unusual circumstances (e.g., where a position requires work at multiple locations), the responsible servicing civilian personnel office shall be used.

5. Element Name: Unit Identification Code (UIC)

Description: UIC, as prescribed by JCS Pub. 6 (reference (m)), is used to represent the organizational element at the work place level of detail.

Type: Alphabetic and/or Numeric Character

Length: 6

Value Range: None

List of Specific Values: None

Other Editing Details:

Army : Report a "W" in the first position.

Navy: Report an "N" in the first position.

Air **Force**: Report an "F" in the first position.

Marine Corps: **Report** an "M" in the first position.

Coast Guard: Report an "E" in the first position.

Defense Agencies without **UIC** codes may report the same constructed code as submitted to the **DMDC** under DoD Instruction 1444.2 (reference (k)).

6. Element Name: Civilian Occupation

Description: The OPM occupational series code assigned to General Schedule (**GS**) and Federal Wage Board (**FWB**) positions as described in the FPM (reference (n)).

Type: Numeric Character

Length: 4

Value Range:

GS : 0006 through 2181

FWB: 2501 through 9899

List of Specific Values: None

Other Editing Details: For foreign national occupations coded under an indigenous occupational series code, the closest OPM equivalent must be entered. Data preparation instructions for a foreign national data call shall provide instructions for recording foreign national occupational codes that do not translate to an equivalent OPM occupational series code.

7. Element Name: Civilian Pay Plan

Description: The **OPM** schedule which is used to determine pay.

Type: Alphabetic Character

Length: 2

Value Range: None

Other Editing Details: For foreign national pay plans coded under an indigenous pay plan code, the closest OPM equivalent must be entered. Data preparation instructions for a foreign national data call will provide instructions for recording foreign national pay plan codes that do not translate to an equivalent OPM occupation series code.

8. Element Name: Civilian Grade

Description: The specific grade of a position or employee, as listed in the FPM (reference (n)).

Type: Numeric Character

Length: 2

Value Range: 00 through 18

List of Specific Values: None

Other Editing Details: For foreign national occupations coded under an indigenous civilian grade code, the closest OPM equivalent code must be entered. Data preparation instructions for a foreign national data call will provide instructions for recording foreign national grades that do not translate to an equivalent OPM grade.

9. ElementName: Peacetime Positions

Description: The number of full-time, permanent civilian positions required to accomplish the peacetime work load.

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Data listed should be for **pre-M-Day** only and reflect authorized or equivalent positions. If this field is not needed, it may be left blank or zero filled.

10. Element Name: Positions Created

Description: The number of new or additional planned positions that are required during the scenario to accomplish new or increased work load resulting from mobilization mission.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Data are entered over a mobilization scenario that includes M-Day, **M+30** days, **M+60** days, **M+90** days, and **M+180** days. Data for **M+120** days and **M+150 days should be entered in M+180** days. If there is no data for a particular time period, the field may be left blank or zero filled.

11. Element Name: Positions Terminated

Description: The number of positions that are no longer required because of postponed or canceled activities during mobilization or the completion of specific mobilization work requirements.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Data are entered over a mobilization scenario that includes M-Day, **M+30** days, **M+60** days, **M+90** days, and **M+180** days. Data for **M+120** and **M+150** days should be entered in **M+150** days. If there is no data for a particular time period, the field may be left blank or zero filled.

12. Element Name: Key positions

Description: The number of peacetime positions that are designated "key"; and that cannot be vacant during a national emergency or mobilization without seriously impairing the capability of the organization or office to function effectively. Refer to DoD Directive 1200.7 (reference (o)) for further clarification of key positions.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: If there are no key positions the field may be left blank or zero filled. This field applies to United States civilian manpower only.

13. Element Name: E-E Positions

Description: The number of E-E civilian positions located overseas (or that would be transferred overseas during a crisis) in which continued performance of the position is considered essential to the support of mission requirements. Refer to DoD Directive 1404.10 (reference (p)) for further clarification of E-E positions.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: For E-E positions in the United States that are transferred overseas during crises, the number of E-E positions must be entered in two records; the U.S. record and a corresponding overseas record. In addition to entering the number of E-E positions in this field for both records, the U.S. record must show E-E position as terminated and the overseas record must show the E-E positions as created. If there are no E-E positions, the field may be left blank or zero filled. This field applies to United States civilian manpower only.

14. Element Name: Onhand Strength

Description: The number of full-time permanent employees in the civilian work force.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: If there are no **onhand** employees, the field may be . left blank or zero filled.

15. Element Name: Recalled Reservists

Description: The number of civilian employees in the onhand strength who have a Reserve obligation **and** may be recalled to Military Service.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Do not include members of the Reserve who have been relieved of their recall obligations. Refer to DoD Directives 1200.7 and 1404.10 (references (o) and (p)) for the screening policies **of U.S.** civilian manpower. If there are no Reservists, the field may be left blank or zero filled.

16. Element Name: Recalled Retirees

Description: The number of civilian employees in the onhand strength who are retired from regular or Reserve Service and have a recall obligation to Military Service.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List Specific Values: None

Other Editing Details: Do not include those retirees of the civilian work force who have been relieved of their recall obligations. Refer to DoD Directives 1200.7 and 1404.10 (references (o) and (p)) for screening policies of U.S. civilian manpower.

17. Element Name: Transfer Losses

Description: The number of available civilian employees who **do** not fill wartime required positions.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Data are entered **over** a mobilization scenario that includes M-Day, **M+30** days, **M+60** days, **M+90** days, and **M+180** days. Data for **M+120** and **M+150** days should be entered in **M+180** days. If there is no data for a particular time period, the field may be left blank or zero filled.

Transfer losses in each record are derived from incumbents who are transferred from terminated or lapsed positions throughout the scenario or who are excess (M-Day through **M+180** days). Transfer losses entered in one time period to reflect subtractions to supply **should** NOT be entered as transfer losses in subsequent time periods. The following situations do not yield transfer losses:

- a. Terminated or lapsed positions which are vacant.
- b. Terminated or lapsed positions in which the incumbents are recalled Reservists or retirees.
- c. **Terminated** or lapsed positions in which the incumbents could fill existing vacant wartime positions in the same record.

For each transfer loss, there must be EITHER:

- a. A corresponding increase to the transfer gains field in another record indicating the placement of the available employee in another vacant wartime required position; OR,
- b. A corresponding increase to the ☐ manpower for reassignment field in the same record indicating the availability of the employee for reassignment.

18. Element Name: Transfer Gains

Description: The number of available civilian employees who, upon mobilization, are planned to transfer to vacant wartime required positions.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Data are entered over a mobilization scenario that includes M-Day, **M+30** days, **M+60** days, **M+90** days, and **M+180** days. Data for **M+120** and **M+150** days should be

entered in **M+180** days. If there is no data for a particular time period, the field may be left blank or zero filled.

Transfer gains should reflect mobilization planning at activity, installation, and higher command levels to detail, reassign and utilize all available civilian employees in appropriate mobilization work requirements.

The following are limitations in taking transfer gains:

- a. Both transfer gains and transfer losses cannot be entered in the same time period in the same WARMAPS records.
- b. Transfer gains entered in one time period to reflect additions to supply should NOT be entered as transfer gains in subsequent time periods.
- c. The number of transfer gains cannot exceed the number of vacant positions required at a particular time period in the same WARMAPS record.

Transfer gains taken between M-Day and **M+180** days serve as a dynamic and realistic reflection of mobilization planning to fill vacant mobilization positions from the available manpower. Sources of available manpower are:

- a. Transfer losses.
- b. Manpower for reassignment.
- c. Manpower for utilization.

19. Element Name: Manpower for Reassignment

Description: The remaining supply of employees over the scenario who are transfer losses and have not yet been placed in specific wartime required positions.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Data are entered over a mobilization scenario that includes **M-Day**, **M+30 days**, **M+60 days**, **M+90 days**, and **M+180 days**. Data for **M+120** and **M+150 days** should

be entered in **M+180** days. If there is no data for a particular time period, the field may be left blank or zero filled.

A decrease to manpower for reassignment reflects actual mobilization planning for the detail, reassignment and optimal utilization of available supplies of civilian employees. The running total of remaining manpower for reassignment decreases for each employee who is detailed or reassigned **to** a wartime required position (i.e., taken as a transfer gain).

20. Element Name: Manpower for Utilization

Description: The initial and remaining supplies of part-time, intermittent, or temporary employees in the U.S. civilian work force who may be assigned to wartime required positions during mobilization.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Data are entered over a mobilization scenario that includes **pre-M-Day**, M-day, **M+30** days, **M+60** days, **M+90** days, and **M+180** days. Data for **M+120** and **M+150** days should be entered in **M+180** days. If there is no data for a particular time period, the field may be left blank or zero filled.

For **pre-M-Day**, the data should reflect the peacetime supply of part-time, intermittent, or temporary employees. Data for M-Day and beyond are a running total of the remaining supplies of part-time, intermittent, or temporary employees who have not yet been assigned to wartime required positions. Each decrease in the supply of manpower for utilization is associated with a corresponding transfer gain.

This field **applies** to U.S. civilian manpower only.

21. Element Name: Probable Gains

Description: The number of remaining civilian employees from the manpower for reassignment and manpower for utilization fields who, by virtue of their skills, could fill vacant wartime required positions.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Data are entered over a mobilization scenario that includes M-Day, **M+30** days, **M+60** days, **M+90** days, and **M+180** days. Data for **M+120** and **M+150** days should be entered in **M+180** days. If there is no data for a particular time period, the field may be left blank or zero filled.

Unlike transfer gains that reflect actual mobilization planning, probable gains reflect a reallocation of the remaining supplies of civilian manpower (employees in the manpower for reassignment and manpower for utilization fields at **M+180** days) to vacant wartime required positions. A probable gain is entered at the earliest time period when the manpower is available and the requirement exists. At M-Day, probable gains are taken from the pool of available manpower reflected in the manpower for reassignment and manpower for utilization fields at **M+180** days. For **M+30** through **M+180** days, probable gains are taken from the manpower for conversion field. The probable gains field simulates the maximum utilization of all available **skills without** affecting transfer gains, transfer losses, manpower for reassignment and manpower for utilization fields. This field applies to United States civilian manpower only.

22. Element Name: Manpower for Conversion

Description: The number of remaining civilian employees from the manpower for reassignment and manpower for utilization fields who, by virtue of their skills or unavailability, could not fill a vacant wartime required position.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Data are entered over a mobilization scenario that includes M-Day, **M+30** days, **M+60** days, **M+90** days, and **M+180** days. Data for **M+120** and **M+150** days should be entered in **M+180** days. If there is no data for a particular time period, the field may be left blank or zero filled.

Manpower not taken as probable gains at M-Day must be entered in the Manpower for conversion field at

M-Day. Manpower for conversion is decremented for each probable gain taken **at M+30** days and beyond. This field is a running total of unused manpower that can be used to **fill** a vacant wartime required position (M-Day through **M+180** days). Manpower for conversion reflects a reallocation of the remaining supplies (employees in the manpower for reassignment and manpower for utilization fields at **M+180** days) without affecting transfer gains, transfer losses, manpower for reassignment and manpower for utilization fields. This field applies to United States civilian manpower only.

23. Element Name: Committed Host Nation Civilian Support

Description: The unidentified civilian manpower committed by the host nation to support specific wartime civilian functions and/or missions.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Data are entered over a mobilization scenario that includes M-Day, **M+30** days, **M+60** days, **M+90** days, and **M+180** days. Data for **M+120** and **M+150** days should be entered at **M+180** days. If there is no data for a particular time period, the field may be left blank or zero filled.

The committed host-nation support (HNS) is a reflection of a treaty or agreement between the United States and the host nation. Data entered here does not affect other demand and supply fields. The number of committed host nation civilian support entered in a particular time period of a record shall not exceed the number of vacancies in the record for that time period. Committed host-nation civilian support entered in one time period to reflect additions to supply should NOT be entered as committed host-nation civilian support in subsequent time periods.

This field applies to foreign national civilian manpower only.

24. Element Name: Additional Manpower Supplies

Description: The additional supplies of foreign national civilian manpower, from sources of labor not entered in other fields, needed to fill wartime position vacancies.

Type: Numeric Character

Length: 3

Value Range: 0 through 999

List of Specific Values: None

Other Editing Details: Data are entered over a mobilization scenario that includes M-day, **M+30** days, **M+60** days, **M+90** days, and **M+180** days. Data for **M+120** and **M+150** days should be entered in **M+180** days.

If there is no data for a particular time period, the field may be left blank or zero filled.

Examples of additional manpower supplies are: Part-time, intermittent, and temporary foreign national employees; foreign national **annuitants** available for rehire; and, NAF foreign national employees who are not needed in mobilization-required NAF work. Other additional manpower supplies may be used. Each additional manpower supply is reported only once at the time period when it first becomes available. This data element does not interact with any other demand or supply field.

This field applies to foreign national civilian manpower only.

#### D. GUIDANCE

1. The civilian subsystem of WARMAPS establishes, as prescribed by reference (c), a consistent automated methodology for DoD Components to project their mobilization manpower requirements for the civilian work force and to compare the projected wartime demand with the planned available supplies of civilian manpower. It is essential that the submitted data are an accurate reflection of the comprehensive and current civilian mobilization planning of each Service and Agency. The civilian subsystem is depicted in a functional schematic at figure 3-1.

2. While WARMAPS civilian data are prepared and provided by each DoD Component for its entire civilian work force, the data are submitted in record units. Each record is unique and consists of manpower demand and supply data fields defined by identification data fields that describe organizational affiliation, work place location, skill, and skill level. The specifications of the fields are in the "Data Element Dictionary" (section C., above).

Special assumptions, parameters, and submission requirements shall be furnished in the scenario-specific guidance provided by the **DASD(MP&R)** for each mobilization planning review or WARMAPS update cycle.

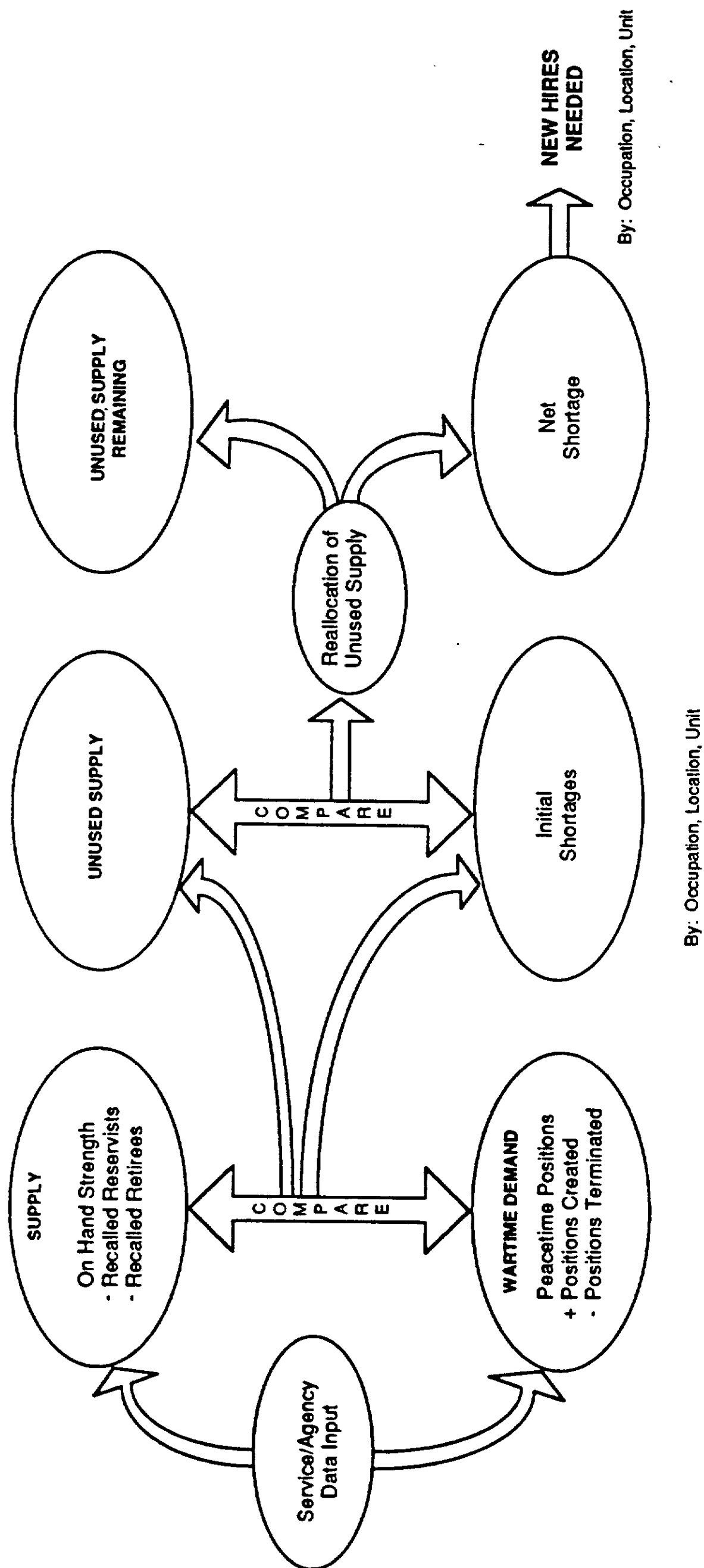


Figure 3- WARMAPS Civilian Subsystem

## E. COMPUTATIONS AND DATA FORMULATION

The following outlines the minimum (events) in the process of computing wartime manpower demand and supply and in the process **of** preparing the data for submission. The events are presented in a sequence which illustrates a logical computation of WARMAPS data. The important consideration is that each event be included in the computation process, not the order in which the events is considered.

### 1. Step 1: Determine the Work Load

a. Project the work load that must be accomplished in peacetime and in each time period during mobilization at each activity or installation using such output-oriented measures as the number of people to be fed at each meal or the number of-tons of a particular commodity that must be crated and shipped.

(1) Use the planning assumptions for the applicable scenario: the timing and sequence of force deployments and resupply actions emanating from step 2. , section D. , chapter 2; the premobilization manning and equipment of units; and the inventory and location of forward placed war reserve stocks.

(2) Determine the adjustments to the projected work load needed to reflect those functions that may be limited by the physical capacity of the relevant facilities or strategic lift assets or both.

(3) Determine the adjustments to the projected work load needed to reflect the elimination of nonessential activities that may be deferred or discontinued. See DoD Directive 1100.18 and DoD Instruction 1100.19 (references ((e) and (c)) for more details.

(4) Constrain the time duration of the projected work load to be consistent with the inventories of equipment and materiel on hand and the reduction of the activity or installation population due to force deployments.

b. For CONUS locations, determine which work loads at each activity or installation could be accomplished by continuing peacetime contractual service arrangements.

c. For overseas locations, determine which work loads are appropriate for and consistent with the projected wartime supplies of **HNS**. Use the criteria in the DPG (reference (i)) or other appropriate guidelines.

d. Subtract that portion of the work load , which has been determined capable of being accomplished by manpower other than DoD military and civilian personnel, to determine the in-house work load.

e. Express the in-house work load in work hours needed per organizational affiliation, work place location, skill, and skill level.

f. Apply the appropriate workweek criteria (using the guidelines in DoD Instruction 1100.19 (reference (c)) for CONUS), Military Service and Defense Agency-developed **nonavailability** time factors, consistent with manpower **management** guidelines in reference (c), and Military Service and Defense Agency-developed work factors (e.g., the work hours necessary to select, document, pack, and load a ton of supplies), to the projected work load. Develop the work load related manpower requirements of the mobilization scenario.

## 2. Step 2: Determine the Civilian Manpower Demand

a. Not all manpower demand can be related to work load. Some relate to hours of operation, such as the 24-hours operation of airfield control towers, **or** to unmeasurable activities, such as management.

(1) Express all nonwork load related manpower requirements in work hours needed per organizational affiliation, work place location, skill, and level.

(2) Determine the adjustments to the work load needed to reflect the additional nonwork load related manpower demand for mobilization activities.

(3) Add the work load and nonwork load manpower requirements to obtain the total manpower demand.

b. Partition the demand into military or civilian positions using the criteria contained in DoD Instruction 1100.19 (reference (c)). Incorporate the time-phase conversion of CONUS support jobs from military to civilian incumbency, using the guidelines contained in reference (c). Also, incorporate the time-phased conversion of overseas support jobs from civilian to military incumbency.

c. **Fully** describe the peacetime and mobilization civilian manpower requirement by the organizational affiliation, work place location, skill, and skill level.

d. Distinguish between overseas jobs that would be occupied during mobilization by U.S. civilians (presumably only those where incumbency is critical to the continuity of operations) and those that would be filled by foreign nationals.

e. Compare the time-phased mobilization manpower requirements with the previous time-period requirements to determine the incremental adjustments (positions created and positions terminated) to the **pre-M-Day** starting point. For example, all positions required at M-Day and not reported in the peacetime authorizations, are considered created positions at M-Day.

## 3. Step 3: Determine the Fill of Positions

a. Because of the planned recall of DoD civilian employees to active military duty (both Reservists and retirees) during mobilization and because of new positions, the number of positions that will be needed to fill is likely to exceed the civilian manpower strength. It is essential to identify the positions (by organizational affiliation, work place location, skill, and **skill level**) that will be vacant upon mobilization due to the recall of civilian incumbents to active military duty. Additionally, the new or existing positions that do not have the civilian manpower supply to fill its **requirement** should be identified.

b. All projected job vacancies will not be filled **by** new employees. Many can be filled by employees evacuated from theater or excess employees not occupying a wartime required position. Therefore:

(1) Develop an employee mobilization reutilization plan to reassign civilian employees to more critical jobs.

(2) Identify the employees who, according to mobilization plans, will not occupy a wartime required position and are a source of unused manpower supply.

(3) Plan for the utilization of all sources of available manpower including, but not limited to **the** part-time, temporary, or intermittent employees.

(4) Subtract the resulting time-phased reallocation and utilization of civilian manpower from the projected time-phased job vacancies to yield the net shortage or surplus of civilian manpower.

4. Step 4: Develop Programs To Meet Civilian Manpower Demands. Develop programs to ensure adequate civilian work force support of the military mobilization force structure. **Such** programs may involve recruiting, training, organizational changes, and other considerations. Refer to DoD Instruction 1100.19, DoD Directive 1400.31, DoD Instruction 1400.32, FPM Chapter 910 and FPM Supplement 910-1, and DoD Directive 1100.4 (references (c), **(q)**, (r), (n), **and** (s)).